

Organizational Dimension

The objective of the organizational dimension is to develop knowledge of theories, skills, techniques, and strategies needed to accomplish the mission. The organizational structure used in the Air Force is like most large and diversified organizations. It consists of an administrative and functional structure organized to perform a mission. The organizational dimension of *Concepts for Air Force Leadership* emphasizes getting the job done in the most practical yet effective way possible. In other words, the emphasis is primarily on achieving the mission or outcomes.

The Organizational Dimension falls into three sections. The readings appearing in the first section illustrate organizational leadership, executive-level strategy, and the characteristics of leaders within an organization. The relationship of leadership principles and the nature of organizations is also addressed.

The second section explores the symbiotic relationship of leadership and management while illustrating a host of useful skills and techniques, including innovation. Military organizations have significantly contributed to the development of the leadership/management interface. For example, much of the management literature reflects military concepts of control, organization, chain of command, line and staff relationships, professional development, and planning. Therefore, management is an essential component of the military leader's exercise of leadership and by necessity interjects the rigors of that science into the art of leadership. Since an effective leader must also be a manager, this section in addition deals with bureaucracy and structure together in the modern not-for-profit organization.

The third section provides examples of the actual practice of leadership. Insights and leadership profiles are considered to provide information and commentary on leadership in action within the context of the organizations leaders serve.

